Leadership Competency Development Guide
Competency Cluster: Maximizing Performance Results

Competency: Decision Making

Definition: The ability to make decisions and solving problems involving varied levels of complexity, ambiguity and risk.

Behavioral Indicators:
- Makes critical and timely decisions
- Takes charge
- Supports appropriate risk
- Makes tough and appropriate decisions
-

Developing/Practicing this Competency	Learning from Others	Sample Developmental Goals
• Think of the best and worst decisions you have made. How did you make them? What can you learn from these situations? • Research some decision making tools. Pick one and apply it to a decision you are about to make. What are the results? • Research departmental policies and priorities and external factors when making critical decisions. • Identify a recurring organizational problem and develop work group to determine a strategy for resolving the issue.	• Work closely with a leader who demonstrates the ability to make effective decisions. • Ask your manager for feedback on some recent important decisions you have made. • Have a mentor coach you on the next major decision you need to make. • Interview someone who has recently made an excellent strategic decision. Find out how they approached the issue and what method they used to make the decision.	• By December, I will read one book on risk management. • At the next Strategic Planning Team meeting, I will introduce at least one decision making tool and apply it to a group decision (e.g., SWOT analysis) • By March, I will make a decision on the new software we will buy by developing criteria, determining weights for each criteria, generating alternatives, and scoring them against the criteria.

Leadership Competency Development Guide for Decision Making

This is not an exclusive list of resources. Please feel free to conduct your own search for more resources related to Decision Making in civil service.

Resources Index

Definition, Behavioral Indicators, Developmental Activities

Academic Journals and Books
on-line and available for checkout

Videos and Podcasts
on-line and available for checkout

Courses
on-line and for a fee

Webinars

Other Resources

Academic Journals and Books
On-Line and Available for Checkout

Academic Journals and Articles on Conflict Management

California State Library

Academic Journals and Articles

Books on Conflict Management

California State Library

Books Available for Checkout

Safari Books

See a book you are interested in reading? Check to see if the book is available for checkout at the California State Library.

Books Available On-Line

Trouble accessing Safari?

Videos and Podcasts

Videos on Conflict Management

California State Library

Videos Available for Check Out

Podcasts on Conflict Management

Podcasts

Courses On-Line And For a Fee

On-Line Courses on Conflict Management

Instructor-Led Courses on Conflict Management

Coming Soon!!

Other Resource Links

The Decision Making Process – Cliff Notes

Linked Documents

Academic Journals and Articles On-Line

Ability, Openness, and Managerial Decision Making

Impact of the ability and the degree of openness of a manager on decision making is studied. Whether a more able manager increases or decreases the effort of a subordinate depends on the relative quality of information. Greater openness is a two-edged sword: it increases the likelihood that more information will be employed, but it reduces the manager's incentive to expend effort on obtaining better information. A more open manager is more desirable when the position is relatively more important or the prior information is not very accurate. [ABSTRACT FROM AUTHOR]

Authors: Wen, Lei, and Haiwen Zhou
Source: Atlantic Economic Journal 37, no. 2 (June 2009): 197.

Adaptive Management with Integrated Decision Making: An Emerging Tool for Cumulative Effects Management.

Adaptive management (AM) is being used as a follow-up tool within EIA/CEAM. Such uses include reducing cumulative effects uncertainties, and informing decision making on practices to minimize the incremental effects of proposed actions and the management of regional cumulative effects resulting from multiple contributors. Based upon a review of fundamental concepts, practices and case studies, the following key lessons have been identified: (1) AM can be a useful tool for coping with uncertainty in CEAM, improving the knowledge base and enhancing the effectiveness of cumulative effects mitigation and management at the project and regional level respectively; (2) decision flowcharts can facilitate the learning and necessary adaptations associated with AM programs, and such flowcharts should be both understandable and integrative in relation to developing an holistic perspective on management choices and their environmental implications; and (3) there is a primary need for comparative case studies illustrating how AM has been incorporated in NEPA compliance documents which address cumulative effects management. [ABSTRACT FROM AUTHOR]

Authors: Canter, Larry and Atkinson, Samuel F.
Source: Impact Assessment & Project Appraisal; Dec2010, Vol. 28 Issue 4, p287-297.

Add Creativity to Your Decision Processes.

Discusses the use of the Osborn-Parnes Creative Problem Solving Model in decision-making processes of business enterprises. Importance of innovation

for businesses; Features of the Osborn-Parnes Creative Problem Solving process; Information on the integration of employee creativity to the decision-making processes.

Author: Hughes, G. David
Source: Journal for Quality & Participation 26, no. 2 (Summer2003 2003): 4

Dynamic Management: Better Decisions in Uncertain Times.

The article presents advice to firms on how to manage in times of uncertainty. A first step is to identify key decision-makers, which may number in the dozens at a modern corporation. Several tools are available for getting these people to work collaboratively including scenario planning that involves groups of executives, case studies, and war games. Timing is essential in decision-making, so firms need to be certain that critical issues are identified at the earliest possible opportunity. Flexible budgeting is important as well.

Author: Bryan, Lowell
Source: McKinsey Quarterly no. 1 (March 2010): 32-40

How to Make Faster, Better Decisions.

The article offers suggestions on how to make better decisions. It cites that in decision-making, one should not compromise those things that are very important. It emphasizes the importance of taking responsibility in making decisions, as well as the preparedness for whatever consequences may happen. In addition, it is noted that one should take things in a step-by-step process.

Author: Schroeder, Joanna
Source: Public Relations Tactics 14, no. 5 (May 2007): 4.

How We Do It: Three Executives Reflect on Strategic Decision Making

The article presents the perspectives of three executives on strategic decision making. Sir Martin Sorrell of WPP emphasizes the importance of being open to intuition, attentive to feedback, and learning from one's mistakes. Randy Komisar of Kleiner Perkins Caulfield & Byers believes that an effective way of dealing with biases in the decision-making process is to recognize and balance them, rather than ignore them. Anne Mulcahy of Xerox cites the value of having colleagues who are unafraid to challenge the chief executive's opinions.

Author:
Source: McKinsey Quarterly; 2010, Issue 2, p46-57

"Improving Local Government Decision Making: Insights from Local Government Officials

The article presents the author's view regarding the insights of local government officials in their discussion on decision-making problems and identified the most effective approaches to improve it. The author presents that the approach is a straightforward; however, his role as facilitator is to structure a process that allows participants to identify and discuss the barriers to an effective collective decision making.

Author: Ohren, Joe
Source: Public Management (00333611) 89, no. 1 (January 2007): 18

The Legacy Motive: A Catalyst For Sustainable Decision Making in Organizations.

In this article, we review and build on intergenerational and behavioral ethics research to consider how the motive to build a lasting legacy can impact ethical behavior in intergenerational decision making. We discuss how people can utilize their relationships to organizations to craft their legacies. Further, we elucidate how the legacy motive can enhance business ethics, incorporating theory and empirical findings from research on intergenerational decision making, generativity, and terror management theory to develop the legacy construct and to outline the psychological underpinnings of motivations to leave a positive legacy. We discuss the ways in which legacies can provide a link between life-meaning and pro-social motivation, and we consider the ways in which individuals' social environments can moderate the intensity of the legacy motive and can impact legacy-building behavior by determining the types of legacies that arc valued. Finally, we highlight the implications of these ideas for ethical behavior and sustainable decision making in business contexts. [ABSTRACT FROM AUTHOR]

Authors: Fox, Matthew, Tost, Leigh Plunkett and Wade-Benzoni, Kimberly A.
Source: Business Ethics Quarterly; Apr2010, Vol. 20 Issue 2, p153-185

Make Better Business Decisions.

The article examines the typical decision-making environment in organizations, highlighting the challenges executives face in their quest for better performance. It introduces some of the basic tenets from the scientific method and describes how they can play a role in overcoming several of the decision-making deficiencies. It then describes a five-step process that can assist in the implementation of scientific method techniques in daily decision-making, illustrated by a case study relating to new technology development.

Make Better Decisions.

Traditionally, decision making in organizations has rarely been the focus of systematic analysis. That may account for the astounding number of recent poor calls, such as decisions to invest in and securitize subprime mortgage loans or to hedge risk with credit default swaps. Business books are rich with insights about the decision process, but organizations have been slow to adopt their recommendations. It's time to focus on decision making, Davenport says, and he proposes four steps: (1) List and prioritize the decisions that must be made; (2) assess the factors that go into each, such as who plays what role, how often the decision must be made, and what information is available to support it; (3) design the roles, processes, systems, and behaviors your organization needs; and (4) institutionalize decision tools and assistance. The Educational Testing Service and The Stanley Works, among others, have succeeded in improving their decisions. ETS established a centralized deliberative body to make evidence-based decisions about new-product offerings, and Stanley has a Pricing Center of Excellence with internal consultants dedicated to its various business units. Leaders should bring multiple perspectives to their decision making, beware of analytical models that managers don't understand, be clear about their assumptions, practice "model management," and -- because only people can revise decision criteria over time -- cultivate human backups. [ABSTRACT FROM AUTHOR]

Making Better Business Decisions.

The article discusses measures for business managers to make better decisions and make an impact on the success of the business organization. Making good decisions means having information on the three dimensions including the business environment, the culture of the company and the organizational structure. Managers are considered effective when they can face great challenges, can grapple with conflicting information and can formulate innovative solutions to the problem.

Mistakes to Avoid in Decision Making.

The article discusses common decision-making errors made by managers. Failure to recognize a problem is identified as one of the mistakes that managers make and it is pointed out that lack of action means abdication of managerial responsibilities. Some managers are said to identify problems incorrectly because they mistake symptoms for the real problems. Another error discussed is insufficient consideration of alternatives which exposes a manager to the risk of overlooking a sound decision.

> **Authors:** Caruth, Donald L., Caruth, Gail D. and Csaszar, Linda K.
> **Source:** Supervision, Oct2010, Vol. 71 Issue 10, p3-6

Multi-Criteria Decision Making in Dynamic Multi-Level Distribution System: A Dynamic Network Application.

In general, there exist conflicts between optimization of different objectives in a particular situation, i.e., when we consider a multi-objective and multi-level optimization problem. Two objective functions are said to be in conflict if the full satisfaction of one results in only partial satisfaction of the other. This paper describes the Multi-Criteria Multi-Level Dynamic Decision-Making (MCMLDDM) problem.

> **Authors:** Kaanodiya, K. K. and Rizwanullah, M.
> **Source:** IUP Journal of Supply Chain Management; Dec2010, Vol. 7 Issue 4, p65-82.

Social Choice Theory, Social Decision Scheme Theory, and Group Decision-Making.

Social choice theory and social decision scheme theory address the fundamental issue: How does a society or small group combine or aggregate a distribution of member preferences in a collective decision by known or possible voting rules and parliamentary procedures? However, research in each area has proceeded in relative independence of the other. This article (a) summarizes the major concepts of social choice theory, (b) summarizes the major concepts of social decision scheme theory, (c) presents illustrative research, (d) considers corresponding and complementary emphases of the two theories, and (e) suggests three interrelated areas of future research on group decision-making: preference for different social choice rules; successive decisions in a hierarchical system with random assignment of members at the initial level; successive decisions in a hierarchical system with nonrandom assignment of members at the initial level (gerrymandering). [ABSTRACT FROM PUBLISHER]

> **Author:** Laughlin, Patrick R.
> **Source:** Group Processes & Intergroup Relations; 01/01/2011, Vol. 14 Issue 1, p63-79

Who's With Me? False Consensus, Brokerage, and Ethical Decision Making in Organizations.

We propose that organization members overestimate the degree to which others share their views on ethical matters. Further, we argue that being a broker in an advice network exacerbates this false consensus bias. That is, a high level of "betweenness centrality" increases an individual's estimates of agreement with others on ethical issues beyond what is warranted by any actual increase in agreement. We tested these ideas in three separate samples: graduate business students, executive students, and employees. Individuals with higher betweenness centrality overestimated the level of agreement between their ethical judgments and their colleagues'. [ABSTRACT FROM AUTHOR]

Why Good Leaders Make Bad Decisions.

Decision making lies at the heart of our personal and professional lives. Yet the daunting reality is that enormously important decisions made by intelligent, responsible people with the best information and intentions are nevertheless hopelessly flawed at times. In part, that's due to the way our brains work. Modern neuroscience teaches us that two hardwired processes in the brain -- pattern recognition and emotional tagging -- are critical to decision making. Both are normally reliable; indeed, they provide us with an evolutionary advantage. But in certain circumstances, either one can trip us up and skew our judgment. In this article, Campbell and Whitehead, directors at the Ashridge Strategic Management Centre, together with Finkelstein, of Dartmouth's Tuck School, describe the conditions that promote errors of judgment and explore how organizations can build safeguards against them into the decision-making process. In their analysis, the authors delineate three "red-flag conditions" that are responsible either for distorting emotional tagging or for encouraging people to see false patterns: conflicts of interest; attachments to people, places, or things; and the presence of misleading memories, which seem, but really are not, relevant and comparable to the current situation. Using a global chemical company as an example, the authors describe the steps leaders can take to counteract those biases: inject fresh experience or analysis, introduce further debate and more challenges to their thinking, and impose stronger governance. Rather than rely on the wisdom of experienced chairmen, the humility of CEOs, or the standard organizational checks and balances, the authors urge, everyone involved in important decisions should explicitly consider whether red flags exist and, if they do, lobby for appropriate safeguards. [ABSTRACT FROM AUTHOR]

Authors: Campbell, Andrew, Jo Whitehead, and Sydney Finkelstein
Source: Harvard Business Review 87, no. 2 (February 2009): 60-66

[Why Making the Decisions the Right Way is More Important than Making the Right Decisions.](#)

Discusses the importance of the decision-making process over the decisions themselves. Factors behind the acceptance of conventional wisdom by some people and organizations; Analysis of the decision of U.S. President John F. Kennedy to authorize U.S. government assistance for the Bay of Pigs invasion to overthrow the regime of Cuban leader Fidel Castro; Advantages of process-centric learning.

Author: Roberto, Michael A.
Source: Ivey Business Journal, Sep/Oct 2005, Vol. 70 Issue 1, p1-7,

Book Title	Author	Publisher	Year	Call Number
Bad leadership: what it is, how it happens, why it matters	Barbara Kellerman	Harvard Business School Press,.	2004	HD57.7 .K47 2004
Blink: the power of thinking without thinking	Malcolm Gladwell	Little, Brown and Co.	2005	BF448 .G53 2005
Categorical cognition: a psychological model of categories and identification in decision making	Roland G. Fryer, Roland G.	National Bureau of Economic Research	2003	HB1.A2 W67 Volume: 9579
Creativity in Virtual Team: Key Components for Success	Nemiro, Jill E.	Pfeiffer	2004	HD66.N45 2004
Decide & deliver: 5 steps to breakthrough performance in your organization	Marcia W. Blenko	Harvard Business Review Press	2010	HD30.23.B 635 2010
Facilitator's Guide to Participatory Decision-Making	Sam Kaner	John Wiley & Sons/Jossey-Bass	2007	HD30.23.K 2753 2007
Futuring: the exploration of the future	Edward Cornish	World Future Society	2004	HM901 .C67 2004
Managing strategic relationships: the key to business success	Leonard Greenhalgh	Free Press	2001	HD69.S8 G74 2001
Managing Strategic Relationships: The Key to Business Success	Greenhalgh, Leonard.	Free Press	2001	HD69.S8G 74 2001
New foundations of cost-benefit analysis	Matthew D Adler	Harvard University Press	2006	HD47.4 .A35 2006
Prediction: science, decision making, and the future of nature	Sarewitz, Daniel R.	Island Press	2000	Q125 .P928 2000

Book Title	Author	Publisher	Year	Call Number
Social networks and the aggregation of individual decisions	D. Lee Heavner	National Bureau of Economic Research	2002	HB1.A2 W67 Volume: 8979
Strategy-specific decision making: a guide for executing competitive strategy	William Forgang	M.E. Sharpe	2004	HD30.23 .F685 2004
The Power of Innovative Thinking	Wheeler, Jim	Career Press	1998	HD30.29. W5 1998
Wharton on making decisions	Hoch, Stephen J.	Wiley	2001	HD30.23 .W5 2001
When faster-harder-smarter is not enough six steps for achieving what you want in a rapid-fire world	Cramer, Kathryn D.	McGraw-Hill	2002	BF637.S8 C695 2002

Books Available On-Line

Analysis Without Paralysis: 10 Tools to Make Better Strategic Decisions by Babette E. Bensoussan and Craig S. Fleisher. FT Press, 2008

Future Savvy: Identifying Trends to Make Better Decisions, Manage Uncertainty, and Profit from Change by Adam Gordon. AMACOM, 2008

How the Best Leaders Lead: Proven Secrets to Getting the Most Out of Yourself and Others by Brian Tracy. AMACOM, 2010
>   Chapter 7 - Problem Solving and Decision Making

Making Difficult Decisions: How to be decisive and get the business done by Peter J. A. Shaw. John Wiley & Sons, 2008

No More Bad Decisions by Sydney Finkelstein. FT Press, 2010

Succeeding at the Top by Bernard Liebowitz. Business Expert Press, 2010
>   Chapter 2 - Decision Making and Your Style

The Truth about Making Better Decisions by Robert E. Gunther. FT Press, 2010

**The Truth about Making Complex Decisions** by Robert E. Gunther. FT Press, 2010

The Truth about Making Smart Decisions by Robert E. Gunther. FT Press, 2008

The Truth about Using Facts and Intuition in Decision Making by Robert E. Gunther. FT Press, 2010

The Truth about Your Emotions When Making Decisions by Robert E. Gunther. FT Press, 2010

Trouble accessing Safari?

If you work at a state agency, and if you see screen below, click on START USING SAFARI under "Academic License & Public Library Users"
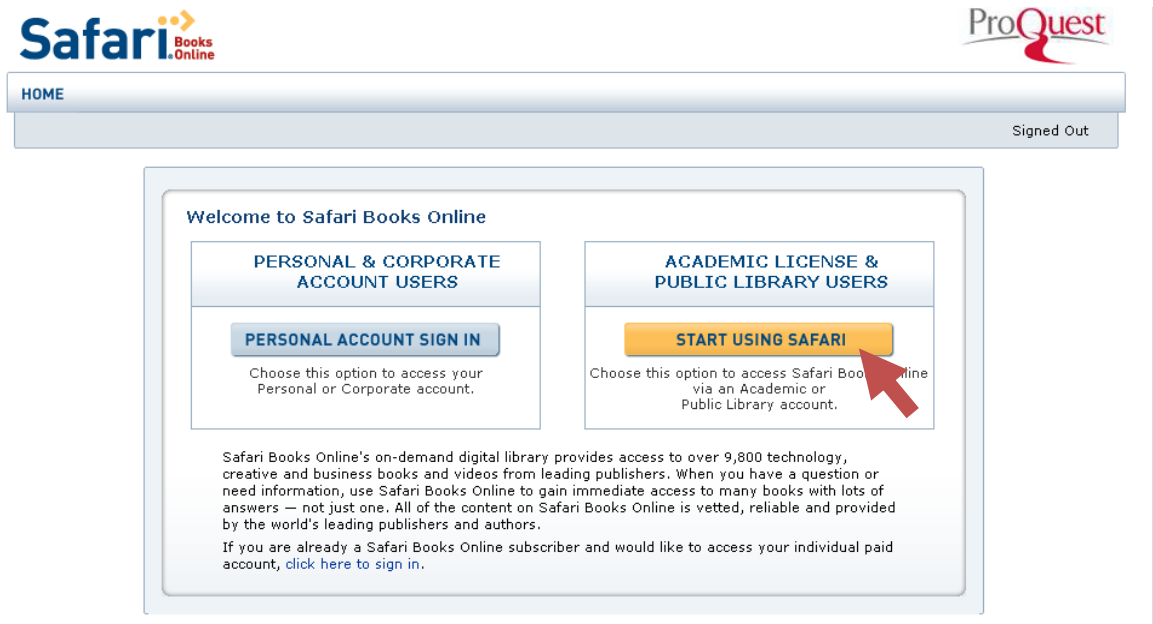
If you not on a State of California computer,, you will need to enter your State Library card number and PIN in order to log-in to Safari. If you still can't access Safari, please contact the State Library (916-654-0261).The California State Library is open Monday - Friday from 9:30 am - 4 pm.

Video Title	Description	Format/ Length	Year	Call Number
Flight of the Buffalo: Soaring to Excellence: Learning to Let Employees Lead	Authors and management consultants James A. Belasco and Ralph C. Stayer help America's top businesses and governmental agencies achieve success by challenging traditional management practices. Using this video, viewers can learn to: replace 'top-down' management with employee empowerment; tap the capabilities of all the employees in the company; vest employees with responsibility for solving their own problems; and create meaningful, face-to-face relationships between customers and employees... build trust, increase satisfaction and sales by putting the customer at the center of your organization.	VHS/30 Minutes	1994	HD57.7.B44 72 1994
Supervisory Skills at Work	From learning patience to fostering empowerment, help your new managers understand the more complex and challenging qualities that every manager needs to be successful. • Understand that a manager's role is to help others achieve, rather than do everything themselves. • Learn to motivate and understand those you may not have much in common with. • Realize how to confront team members that may attempt to undermine management. • Learn to use recognize when constructive coaching techniques will help employees improve. The message that underlies everything is the importance of respect . . . respect for your colleagues, your responsibilities and respect for yourself.	VHS/17 Minutes	2005	HF5549.12 S87 2005

Video Title	Description	Format/ Length	Year	Call Number
A Basic Toolkit: Good Manager and Good Employee Skills	This video offers a practical, grounded approach to improving the workplace environment and advancing your career. Debra Wilcox Johnson presents different perspectives to help you gain a mutual understanding of what it means to be both a good supervisor and employee. She will provide you with specific information for improving skills that will both help you advance your career and make your workplace more enjoyable.	VHS/120 Minutes	2003	Z682S64 2003
A Case of Working Smarter Not Harder	This film focuses on one manager's development from an overworked, compulsive problem-solver to an innovator whose unique system draws public attention. Key management issues: decision making, coaching, planning, controlling, employee development, team development, and time management.	VHS/15 Minutes	1985	HD50 C37 1985
First Time Around	Presents the concept of Work Planning, a process that prevents delays, misunderstandings, and non-performance by making sure work is done right the first time around. Viewers will learn how to plan good performance, gain agreement before work begins, and prevent problems by following up on deadlines.	VHS/28 Minutes	1989	HD31 F57 1989
Joel Barker's the New Business of Paradigms	Discusses the role of paradigms (problem-solving systems) in resisting change and paradigm shifts in relation to effecting change.	DVD/ 46 Minutes	2001	HD30.27 .B87 2001
Negotiation as decision making: getting more of what we want	Professor Neale identifies systematic ways to increase the quality of negotiated agreements. She explains how to prepare for negotiation, make rational, intelligent assumptions, and take short cuts. She shows how to recognize when an agreement is not in your best interest, and walk away from it. The results are bigger deals that are better for everyone involved.	VHS/ 51 Minutes	1997	HD58.6 .N42 1997

Video Title	Description	Format/ Length	Year	Call Number
Painless Performance Improvement	Real change only happens when the decision to change comes from the person doing the changing. Painless Performance Improvement provides managers with a simple and proven technique to help team members improve their own poor performance without the drama, pain or conflict often associated with performance issues . . . Supervisors will relate to scenes of management gone awry as well as employee's favorite excuses and sidetracks.	VHS/23 Minutes	2004	HF 5549.5 M63 P35 2004
Seeing Red Cars	Encourages audiences to focus on what they do want instead of focusing on what they don't. By having a positive attitude and taking action, viewers will be motivated to move in the right direction for themselves and for their organization. (	CD/DVD/ 10 Minutes	2008	HF5549.5.M 63 S451 2008
Supporting self-determination: strategies for direct support staff	This program presents scenarios depicting direct support staff interacting with developmentally disabled adults. Their first reaction to an individual's assertion of self-determination are shown, and then alternative behaviors that promote: developing a respectful relationship, supporting choice, encouraging new experiences, promoting informed decision-making, planning for the future and including the family.	VHS/21 Minutes	2000	BF448 .S87 2000
The Abilene Paradox	Management consultant Jerry B. Harvey illustrates the paradoxical nature of mismanaged agreement, describes symptoms of the paradox, probes the reasons behind the behavior, and offers strategies for eliminating collective decision-making confusion.	VHS/ 54 Minutes	2002	HD30.23 .A25 2002

Podcasts

Harvard Business School

Leadership & Management: Decision Making & Problem Solving

iTunes University Free Download

Business problem solving and improvement

Making decisions

On-Line Courses for a Fee on Decision Making

California Virtual Campus

> The California Virtual Campus is an online site to help individuals find long distance learning throughout California. Their course catalog helps individuals find online courses that are available at the various California Schools.
> Phone Number: (530) 879-4085
> Online Contact: http://www.cvc.edu/contact/

OTech - Training & Event Center, HALO (High Achievement Learning Organization) "Office Desk Courses"

> HALO (High Achievement Learning Organization) delivers thousands of online courses and resources to your employees in a connected collaborative environment. With HALO, users can receive training and discuss best practices around specific content. OTech brings you HALO through the LearningPASS program, which offers other training services at deep discounts and no contracts.
> Phone Number: (916) 464-7547
> Email: training@state.ca.gov

- Solving Problems As A Team (Second Edition)

Instructor-Led Courses for a Fee on Decision Making

American River College

American River College offers instructor- led and on-line classes that help people prepare for new careers and enhance with current job skills.
Phone Number: (916) 484-8011
Online Contact: info@arc.losrios.edu

College of Continuing Education, California State University Sacramento (CSUS)

The College of Continuing Education at CSUS provides workshops, courses, training programs, and seminars to help adults enhance their careers and improve their job skills.
Phone Number: (916) 278-4433
On-line contact: http://www.cce.csus.edu/general_info/contactus.htm

- Decision Making for Supervisors (1 day)
- Professional Mastery: Individual and Group Decision Making (1 day)

Centre For Organizational Effectiveness

The Centre For Organizational Effectiveness provides academies and programs on management, organizational development, specialized leadership development, and training programs.
Phone Number: (858) 534-9119
Online Contact: http://www.tcfoe.com/contact.html
Email: info@tcfoe.com

- Decision Making and Accountability (4 hours)

Cooperative Personnel Services (CPS)

CPS specializes in training public sector employees and meeting staff needs for each organization. CPS offers certificate programs to help employees advance in their careers.
Phone Number: (916) 263-3614 Option 3
Email: trainingcenter@cps.ca.gov

- Productive Thinking Workshop (1 day)
- Problem Solving and Decision Making (4 days)
- Cost-Benefit Analysis Workshop (1 day)

Folsom Lake College

Folsom Lake College has been developing Career Technology Programs that are designed to help individuals use real world skills and utilize those skills in the workplace.

Website: Career Technology Programs

Phone Number: (916) 608-6687

Online Contact: http://www.flc.losrios.edu/Contact_Us.htm

Los Rios Community College District, Business and Economic Development Center (BEDC)

BEDC offers training at their worksite in Sacramento and at the employer's worksite. BEDC will customize training to meet the employer's needs.

Phone Number: (916) 563-3230

Email: WinnerB@losrios.edu

OTech Training Center

The Office of Technology Services (OTech) Training & Event Center provides professional low-cost information systems, business professional development and management training to state, federal, and local government agencies.

Phone Number: (916) 739-7502

Email: Training@state.ca.gov

- Decision Making (1 Day)

State Personnel Board (SPB)

State Personnel Board offers training courses that range from Upward Mobility, to the Analyst Series Certification, Supervisory Training, Equal Opportunity Academy, and more.

Phone Number: (916) 653-2085

Email: ttp@spb.ca.gov

- Decision Making for Supervisors (1 day)
- Professional Mastery: Individual and Group Decision Making (1 day)